

EXECUTIVES RETARIAT
ROUTING SLIP

Memo Chino

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI <i>for</i>		X		
2	DDCI		X		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC	X			
10	GC				
11	IG				
12	Compt				
13	D/OLL				
14	D/PAO				
15	D/PERS				
16	VC/NIC				
17	ES		X		
18					
19					
20					
21					
22					

SUSPENSE 13 June 1986
Date

Remarks To # 9: Per note, update as appropriate, and get on calendar.

Executive Secretary
30 May 86
Date

STAT

DIRECTOR OF

CENTRAL INTELLIGENCE

Executive Registry

86- 2402

30 May 1986

MEMORANDUM FOR: Vice Chairman, NIC

FROM: DCI

SUBJECT: NIC Items

Sorry I haven't gotten to you on this. Maybe you'll have some additions while I'm away. We will talk about it when I return.



William J. Casey

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

NIC #02135-86
25 April 1986

NOTE FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM: Hal Ford

SUBJECT: NIC Items

1. Search for an NIO/Economics. Having discarded certain other candidates, I would urge you to consider these two:

[Redacted content]

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2. Search for an NIO/Europe. At the moment there are two candidates, Graham Fuller and I having turned down certain would-be's, and one officer [Redacted] having declined the offer to be considered. The present possibilities are:

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- (c. John Helgerson has asked Helene Boatner to see whether there might be a strong DI candidate for this job. She is similarly helping us re coming NIC openings in A/NIO/EA and someone to help [redacted] in Econ.)

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3. Representatives who don't represent. In recent months there has been a definite upturn in a definite downturn practice: i.e., State or the military coming in at the very last moment before NFIB, overturning -- sometimes radically -- what their reps have previously agreed to. INR's practice is the worst, since these late entries often mean that policy offices and concerns are overriding State intelligence. With the MIB, it's more a case of simply poor military management. Whatever the causes, these last-minute interventions are disruptive and sometimes corruptive; and they often confine NFIB discussion to minor, capricious matters (as with 11-3/8 on Thursday), rather than having that body spend its agenda time on major issues this or that Estimate raises. I think this practice can be remedied, at least to some extent, and I urge you to take such knuckle-rapping action as you consider most feasible.

4. Pre-reps meetings: NIOs, DDCI, and DCI. I would urge that present paper practices be augmented by brief pre-reps meetings of an Estimate's NIO with the DCI and DDCI -- on a regular basis in the case of the most important or possibly contentious Estimates. Such meetings would provide a fuller opportunity for all to identify and anticipate difficult issues and to decide on courses of march.

5. [redacted] DD/AG [redacted] retires 2 May).

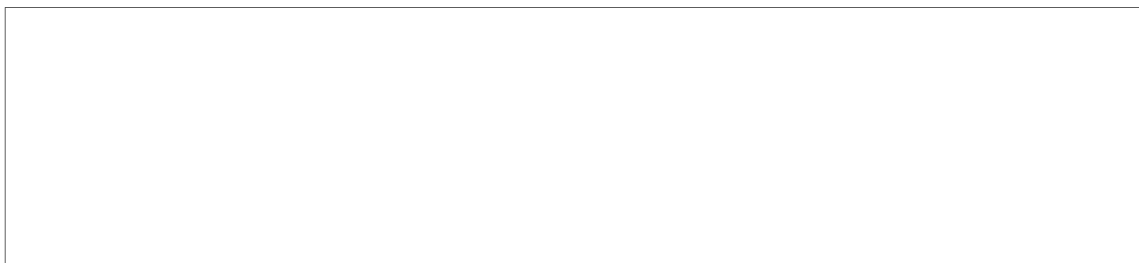
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- a. I intend to upgrade that position: i.e., the successor to be called the Director of the AG; to sit with the AG officers; to have somewhat the status of an NIO; in addition to AG duties, to take on some of the NIC's global chores (NIC Outlook, etc.) I have done in the past. This arrangement would give that officer more clout than the DD/AG has had, provide more constant supervision to the AG, and better discipline its production, recruitment, etc.

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b.



6. Your Wednesday a.m. NIO meetings. I have suggested to Dick Kerr that he might wish to sit in on these, if you have no objection.

7. Kerr-Ford treaty. Dick and I feel it would be useful for him to meet informally with me, Graham, and a few NIOs and senior DI officers at least once a month, each time with a specific agenda. Our first outing will be next week: on the US-Libya-Soviet triangle.


8. NIE scheduling time coming again soon. I have urged the NIOs to cut down on the number of scheduled country papers, to increase issue oriented ones, to not overload the schedule (in view of the many fast tracks that will occur), and to estimate the timing on non-fast track projects much more realistically -- so that we can cut down on unnecessary schedule slippage.

9. Key Judgment videos? In the interests of impact and the late 20th Century, the NIC and CPAS are going to explore the feasibility of trying an experimental video Key Judgments. This is a long-shot idea which may not fly at all. But it's worth a try. In the off chance that such videos did work, they would not be a substitute for the paragraphed KJs, but a parallel exercise which might attack more of the senses of senior consumers.

10. Stretching and cross-fertilization in the NIC. Graham has been instrumental in initiating a variety of such moves. They are paying off well.

11. More NIC attention to Key Questions. Graham and I have changed previous Concept Paper practices, to more rewarding procedure. We now sit down with the NIOs at the outset of projects and push the NIOs to defend just why the paper is being done, what its true key questions are, etc. Once these KQs (always a handful) are agreed upon, they prove a boon in focusing TOR meetings, later reps meetings on the text, and the forming of those texts -- especially re crisper central Key Judgments.

12. Quality control. Graham and I are riding close herd on texts, sending lots of them back to the NIOs for scrubbing.


Hal Ford

NIC #02135-86
25 April 1986

SUBJECT: NIC Items

DCI/AC/NIC:H.Ford:bha(25 Apr 86)



STAT

Dist:

- Orig - DCI
- 1 - DDCI
- 1 - ER
- 1 - DDI Reg
- 1 - H.Ford Chrono
- 1 - Graham Fuller, VC/NIC
- 1 - AO/NIC
- 1 - PO/NIC

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